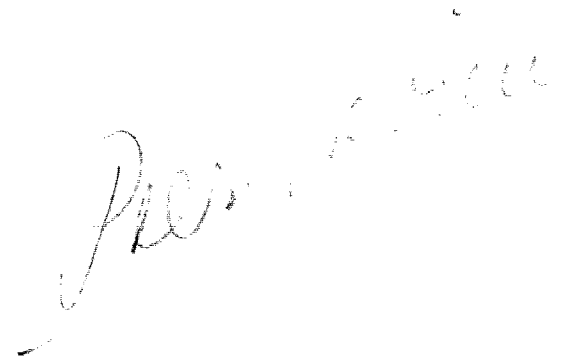


# **BRIEFING FOR THE EXECUTIVE LEVEL GROUP**

## **CIM FUNCTIONAL INFORMATION MANAGEMENT**

**Ms. Belkis Leong-Hong**  
**Director, Corporate Information Management**

**September 10, 1990**

A handwritten signature in cursive script, likely belonging to Ms. Belkis Leong-Hong, is written in the bottom right corner of the page.

## **OUTLINE OF PRESENTATION**

- **BACKGROUND**
- **IMPLEMENTATION STRATEGY**
- **MANAGEMENT AND ORGANIZATIONAL STRUCTURE**
- **PROCESS**
- **OVERVIEW OF CIM GROUPS AND STATUS**
- **FUTURE**

## **BACKGROUND**

(probably say this is review for them, but helps give context from my perspective)

- **CORPORATE INFORMATION MANAGEMENT INITIATIVE**  
-- OCTOBER 4, 1989
  
- **KEY ISSUES PRIOR TO OCTOBER 4TH MEMO**
  - **BUDGET TRENDS AND EXPECTATIONS**
  - **DEFENSE MANAGEMENT REPORT**
    - **MAISRC ISSUE**
    - **STREAMLINING AND MANAGEMENT EFFICIENCIES**
  - **INFORMATION SYSTEMS AND BUSINESS PRACTICES**
  - **FUTURE DIRECTION OF IRM?**

## **GOALS OF INITIATIVE**

(highlight Oct 4th)

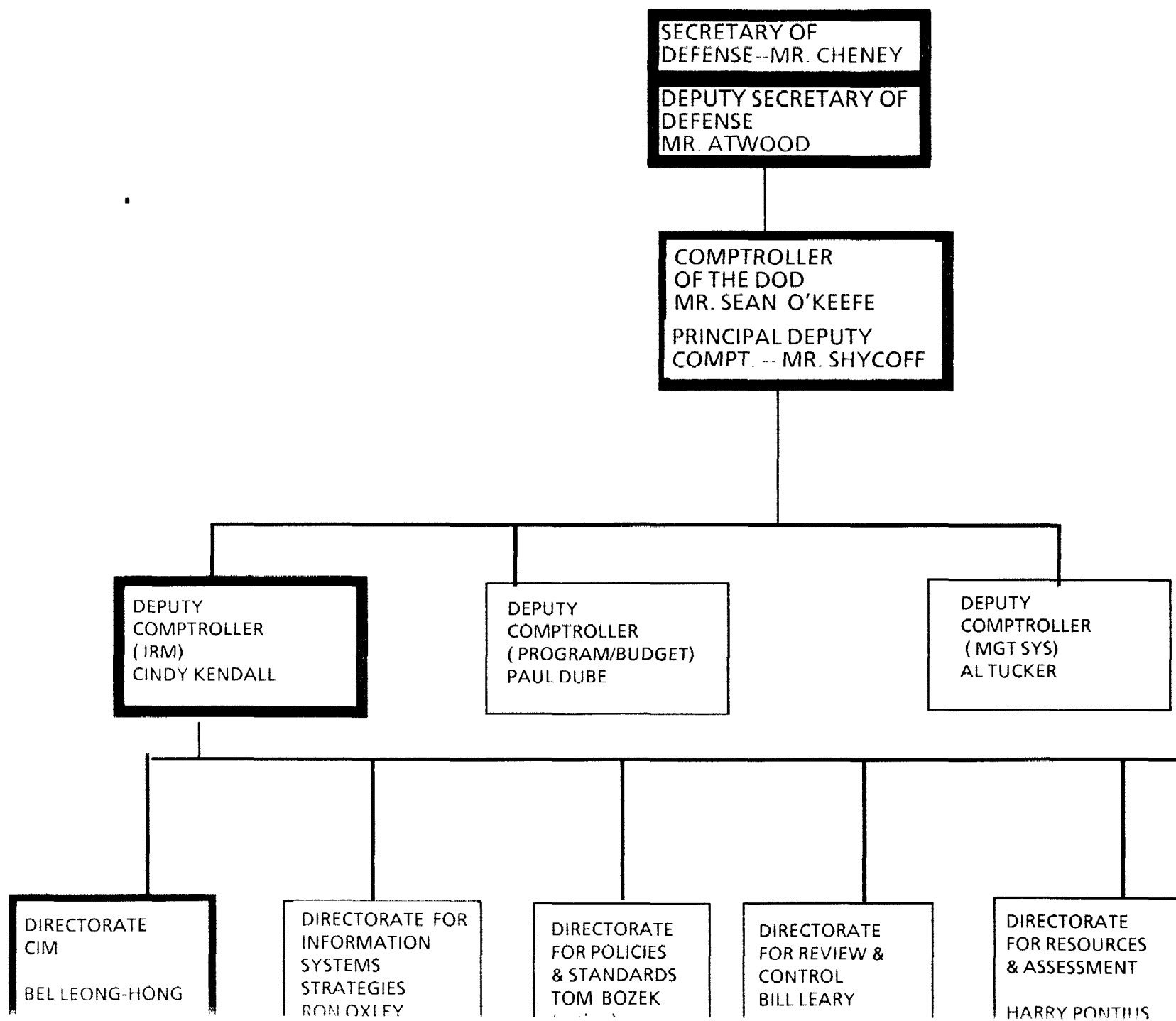
- **IMPROVE STANDARDIZATION, QUALITY, AND CONSISTENCY OF DATA FROM DOD'S MULTIPLE MANAGEMENT INFORMATION SYSTEMS**
- **SHOULD NOT DEVELOP AND MAINTAIN MULTIPLE SYSTEMS AND SOFTWARE TO MEET SAME FUNCTIONAL REQUIREMENTS**
- **IMPROVE INFORMATION MANAGEMENT TO REALIZE SAVINGS IN THE \$9 BILLION SPENT ANNUALLY ON INFORMATION TECHNOLOGY AND IN THE DOD BUSINESS AREAS THESE SYSTEMS SUPPORT**

## **KEY EARLY DECISIONS BASED ON GOALS**

**(probably want to skirt the who decided issue and express these as the final context setting for discussion of your program)**

- **DECISIONS INITIATED BY MEMO**
  - **EXECUTIVE LEVEL GROUP FOR HIGH LEVEL REVIEW ACROSS DOD**
  - **IRM STAFF DRAFTS MANAGEMENT PLAN AND PROCESS GUIDE**
  - **FUNCTIONAL GROUPS EXECUTE PROCESS TO DEVELOP UNIFORM AND CONSISTENT INFORMATION REQUIREMENTS AND DATA FORMATS WITHIN EACH FUNCTIONAL AREA**
  - **INITIAL FUNCTIONAL GROUPS IDENTIFIED**
- **MANAGEMENT UNDER ODC (IRM)**

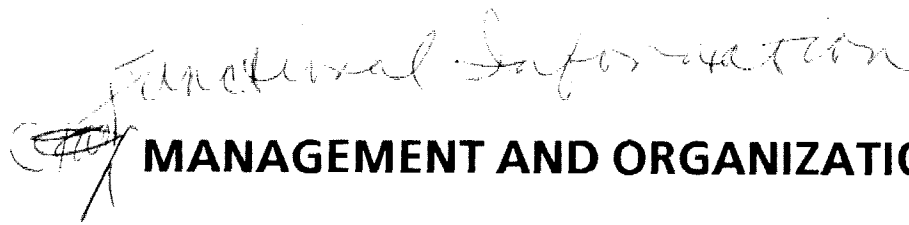
- **RESPONSIBILITIES ALLOCATED (see attached organization chart)**
- **MANAGEMENT UNDER ODC (IRM)**
- **PROTOTYPE APPROACH**



## **IMPLEMENTATION STRATEGY**

- **MANAGEMENT ISSUES**
- **OPERATONAL ISSUES**  
**RELATIONSHIPS**
- **CONSTRAINTS**





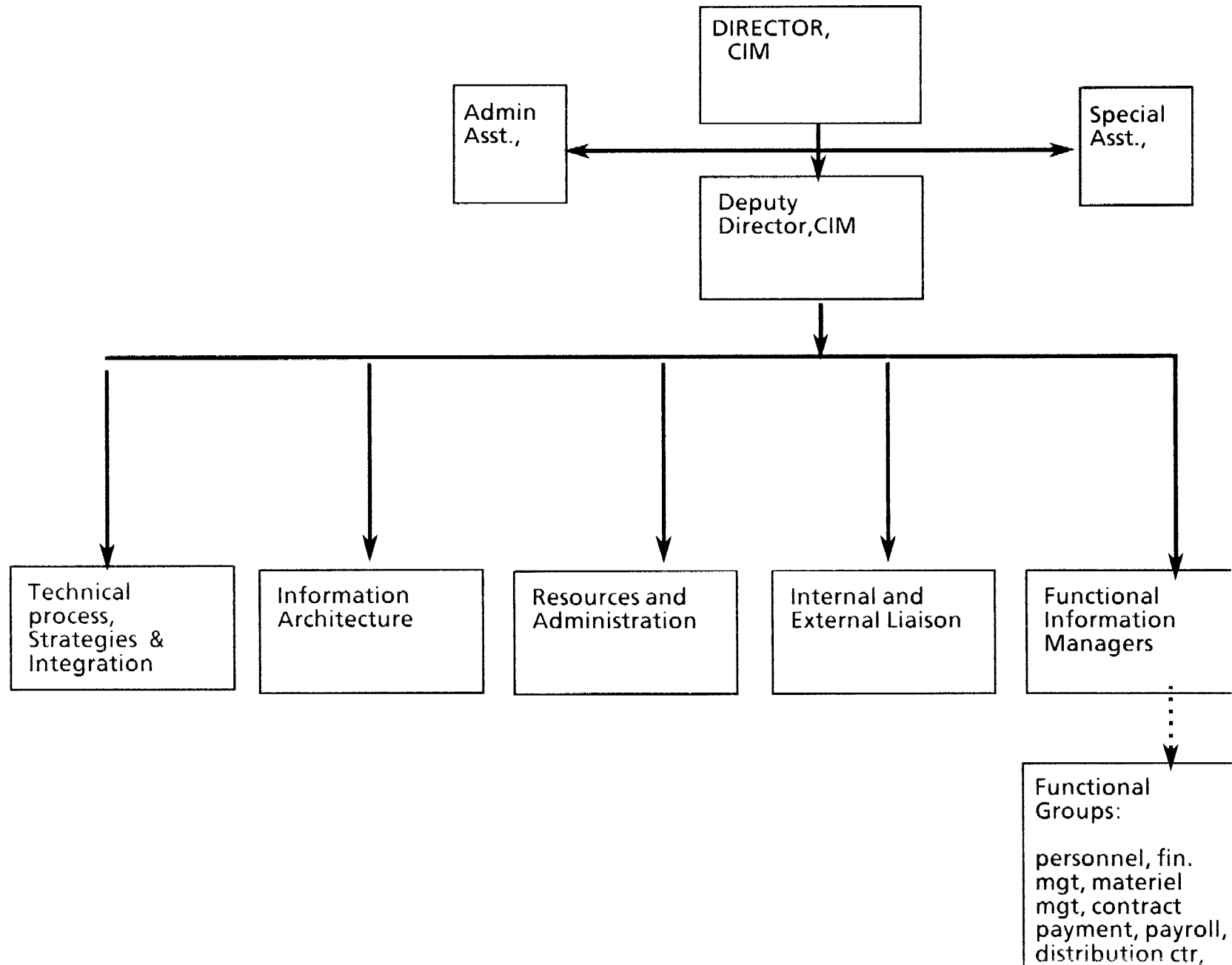
## **MANAGEMENT AND ORGANIZATIONAL STRUCTURE**

- **ORGANIZATIONAL STRUCTURE**  
(see chart )

- FUNCTIONAL GROUPS AS OPERATIONAL UNITS
- SPECIAL TASK FORCES FOR SUPPORT

- **MANAGEMENT OVERSIGHT**  
(see chart )

- CIM TASK FORCE
- CIM COUNCIL
- FUNCTIONAL STEERING COMMITTEE

**CORPORATE INFORMATION MANAGEMENT (CIM) TASK FORCE**

## **MANAGEMENT AND ORGANIZATIONAL STRUCTURE ROLES AND RESPONSIBILITIES**

- **FUNCTIONAL GROUPS**
  - LEADERS FROM OSD FUNCTIONAL POLICY OFFICE
  - FUNCTIONAL INFORMATION MANAGER (DEPUTY) FROM CIM
  - FACILITATOR FROM NDU/IRMC
  - PARTICIPANTS REPRESENTING COMPONENTS (A,N,AF, MC, DLA, AND OTHER DEFENSE AGENCIES)
  - DATA ADMINISTRATOR FROM WITHIN GROUP
  - SOFTWARE SUPPORT (CONTRACTOR)
  - \*\*DOCUMENT BUSINESS PROCESSES, INVESTIGATE NEW WAYS OF DOING BUSINESS
  - \*\* DEVELOP FUNCTIONAL REQUIREMENTS FOR BUSINESS AREA FOR DEVELOPING INFORMATION SYSTEM
  -
- **CIM COUNCIL**
  - CHAIRED BY DEPUTY COMPTROLLER (IRM)
  - SENIOR DOD COMPONENTS IRM REPRESENTATIVES
  - \*\* ADVISORY TO ODC (IRM) ON TECHNICAL ISSUES
  - \*\* POINT OF CONTACT ON CIM ISSUES
- **FUNCTIONAL STEERING COMMITTEES**

**--CHAired BY ASSISTANT SECRETARIES OF DEFENSE  
--COMPONENTS REPRESENTATION**

**\*\* FUNCTIONAL POLICY OVERSIGHT AND DIRECTION  
\*\* PRODUCTS REVIEW AND APPROVAL**

- **RELATED EFFORTS (WITH CIM PARTICIPATION)  
--DATA STANDARDIZATION  
--ARCHITECTURE  
--TECHNICAL STANDARDS**

## **OVERALL PROGRAM MANAGEMENT CONCEPTS**

- **MANAGEMENT OF THE FUNCTIONAL GROUPS**
  - OPERATIONAL MANAGEMENT PERFORMED BY GROUP LEADER**
  - TECHNICAL, PROCESS, AND ADMINISTRATIVE GUIDANCE AND DIRECTION BY DIRECTOR, CIM**
  - GENERAL MANAGEMENT GUIDANCE BY DC(IRM)**
  - POLICY GUIDANCE, DIRECTION, AND OVERSIGHT BY FUNCTIONAL STEERING COMMITTEES**
  
- **DECISION-MAKING PROCESS FOR GROUPS**
  - GIVEN MANAGEMENT CONCEPT, DECISIONS REGARDING DAY-TO-DAY FUNCTIONAL GROUP ACTIVITIES MADE AT LOWEST LEVEL**
  - INFORMATION/DECISIONS COMMUNICATED UPWARD**
  - GENERALIZABLE DECISIONS IDENTIFIED WITHIN CIM INFRASTRUCTURE, AND ADDRESSED BY SPECIAL WORK TEAMS**

**-PROCESS AND ADMINISTRATIVE DECISIONS COMMUNICATED THROUGH FIM'S**

**-COORDINATION WITH OTHER CIM GROUPS FOR INTEGRATION AND FOR SHARING PURPOSES**

**-EXCEPTION REPORTING**

- **PROJECT MANAGEMENT PROCESS**

- **FORMAL**

  - IN-PROCESS REVIEWS OF PRODUCTS**

  - PRESENTATIONS TO FUNCTIONAL STEERING COMMITTEES**

- **INFORMAL**

  - STAFF MEETINGS**

  - FIM NETWORK**

  - EXCEPTION REPORTING OF SHORTFALLS**

## **OPERATIONAL PROCESSES**

- **GROUPS FOCUSED ON PRODUCTS**  
**GROUPS SELF-ORGANIZING WITH FACILITATION**
- **PROCESS GUIDE DETAILED TO OVERCOME DIFFERENT NOMENCLATURES AND BACKGROUNDS**
- **STANDARDIZATION OF DATA EMPHASIZED FROM INCEPTION**
- **DISCIPLINE THROUGH STRUCTURED APPROACH IN PROCESS GUIDE**
- **TECHNICAL AND ANALYTICAL SUPPORT THROUGH CONTRACTOR**  
**-- CASE TOOL USED: KNOWLEDGEWARE (PLANNING AND ANALYSIS)**  
**-- REPOSITORY -- TO BE ESTABLISHED**

## **PROCESS GUIDE AND HOW USED**

- **PROCESS GUIDE FUNCTION**

- **BOTH TECHNICAL AND MANAGEMENT**

- PROVIDE FOR FUNCTIONAL (BUSINESS) METHODS, PROCESSES DEFINITION, INCITE SEARCH FOR EFFECTIVENESS AND EFFICIENCY IN BUSINESS APPROACH

- DOCUMENT BUSINESS METHODS

- PROVIDE SUFFICIENT STRUCTURE AND DETAIL TO IDENTIFY COMMON INFORMATION SYSTEMS REQUIREMENTS AND ELIMINATE REDUNDANCY IN DATA

- IDENTIFY THE PRODUCTS AND LIST REVIEW POINTS

- STANDARD OUTPUTS ESSENTIAL; RADICAL FOR SIZE, SCOPE

- **PROCESS GUIDE MANAGEMENT**

- BASELINE AND CONFIGURATION CONTROL



**-UPDATES BASED ON LESSONS LEARNED FROM PROTOTYPES  
AND LATER GROUPS**

## PROCESS GUIDE OVERVIEW

- **THREE PHASES FROM HIGH LEVEL STRATEGIC PLANNING THROUGH INFORMATION SYSTEMS REQUIREMENTS (see chart)**
- **EACH PHASE HAS PRODUCT OUTPUT WHICH IS MAJOR DECISION POINT PRIOR TO NEXT SEGMENT (see chart):**
  - **-FUNCTIONAL VISION: COMBINATION OF BROAD GUIDANCE FROM FUNCTIONAL STEERING COMMITTEE AND THOROUGH ANALYSIS FACILITATED IN THE GROUPS**
  - **FUNCTIONAL BUSINESS PLAN: COMPOSITE OF ANALYSIS OF FUNCTIONS AND DATA REQUIREMENTS, WITH A BUSINESS CASE FOR EXECUTION, BASED ON ECONOMICS; INTERMEDIATE DECISION POINTS WITH GUIDANCE FROM THE FUNCTIONAL STEERING COMMITTEE**
  - **IMPLEMENTATION STRATEGY: PROGRAM CONCEPT AND REQUIRED ACTIONS WITH TRANSITION CONCEPT**

- **EACH PHASE IS INITIATED BY DEVELOPING COMMON UNDERSTANDING OF THE BUSINESS AREA AND THE DIRECTION FOR THE PHASE (AND GREATER LEVELS OF DETAIL)**
  - MISSION/SCOPE**
  - SITUATION ANALYSIS**
  - FUNCTIONAL PLAN ASSESSMENT (Bel, we want to add this. Will add symmetry)**

## **SEQUENCE IN PROCESS**

- **THREE LEGS**
  - FUTURE**
  - COMPOSITE OF CURRENT (TO IDENTIFY CURRENT ACROSS COMPONENTS)**
  - CURRENT INFORMATION SYSTEMS CAPABILITIES**
- **ALLOCATION OF TASKS DEPENDS ON GROUP**

**(need to emphasize the differences not only among functions but across components and no coherent analysis across DoD completed to this point)**

## PROGRAM ASSESSMENT

- **PROJECT MANAGEMENT**

- GROUPS SET UP SCHEDULE

- RESOURCE TRACKING USING PROJECT MANAGEMENT TOOLS

## QUALITY IMPROVEMENT

- IN-PROCESS REVIEWS

- FUNCTIONAL STEERING GROUP

- LESSONS LEARNED AND COMMUNICATED

- **HOW DETERMINE SUCCESS FOR CIM EFFORTS**

- **WITHIN CIM DIRECTORATE CONTROL**

- FUNCTIONAL GROUPS' PRODUCTS ARE ROBUST, STABLE, AND REFLECT IMPROVED (MORE EFFICIENT AND EFFECTIVE) BUSINESS METHODS

*Look at key plan & they to their parts*

*in the 12-24 products since*

*near term  
interim  
long term*

**COMPLETION OF FUNCTIONAL REQUIREMENTS AND  
STABLE DATA AND PROCESS MODELS WITHIN EACH  
FUNCTIONAL AREA**

**-COMPLETION OF IMPLEMENTATION STRATEGY BASED  
ON BEST BUSINESS PRACTICES, COST-EFFECTIVENESS,  
AND A BUSINESS CASE**

- **REQUIRED FOR SUCCESS BUT OUTSIDE OF CIM DIRECTORATE  
CONTROL**

**-PRODUCTS PRESENTED BY THE FUNCTIONAL GROUPS ARE  
ACCEPTED BY DOD FUNCTIONAL COMMUNITY**

**-SUPPORT BY COMPONENTS AND DEFENSE AGENCIES**

**-IMPLEMENTATION OF A STRONG AND ROBUST DATA  
STANDARDIZATION POLICY**

**- FINDING TOOLS CAPABLE OF SUPPORTING PROJECT OF THIS  
MAGNITUDE (e.g. DICTIONARY/REPOSITORY)**

- DESIGN AND DEVELOPMENT FACILITY AVAILABLE TO IMPLEMENT FUNCTIONAL GROUPS' PRODUCTS**
- FUNCTIONAL AND TECHNICAL INTEGRATION ISSUES ARE RESOLVED SATISFACTORILY**
- STANDARDS ACCEPTED BY DOD**

## **SUMMARY WRAP UP**

- **LESSONS LEARNED**
- **IMPLEMENTATION STRATEGY AND PLANS FOR FUTURE**



## **LESSONS LEARNED**

- **INFRASTRUCTURE NEEDS TO BE IN PLACE**
  - FUNCTIONAL STEERING COMMITTEES**
  - SUPPORT STAFF**
- **COORDINATION WITH KEY INFLUENCERS**
  - POLICY DEVELOPMENT (e.g., data standards)**
  - COMPONENTS**
  - PUBLIC RELATIONS (GAO, press)**
- **QUALITY ASSURANCE AND CONFIGURATION MANAGEMENT**
  - PROCESS GUIDE**
  - OUTPUTS**
  - SUPPORT TOOLS**

## **PLANS FOR FUTURE**

- **MANAGEMENT**
  - SUSTAINING MANAGEMENT STRUCTURE
- **OPERATIONS**
  - ENTERPRISE MODEL AND INTEGRATION
  - PROCESS STRENGTHENING
- **RELATIONSHIPS**
  - LIAISON WITH COMPONENTS
- **CONSTRAINTS THAT STILL EXIST**
  - STAFFING LEVELS
  - FACILITIES

BRIEFING FOR ELG

CORPORATE INFORMATION MANAGEMENT PROGRAM

Ms. Belkis Leong-Hong  
Director, Corporate Information Management

September 10, 1990

## OUTLINE OF PRESENTATION

BACKGROUND

IMPLEMENTATION STRATEGY

MANAGEMENT AND ORGANIZATIONAL STRUCTURE

PROCESS

OVERVIEW OF CIM GROUPS AND STATUS

FUTURE

#### BACKGROUND

(you will probably say this is review for them, but helps give context from your perspective)

#### OCTOBER 4TH MEMO

#### KEY ISSUES PRIOR TO OCTOBER 4TH MEMO

- BUDGET TRENDS AND EXPECTATIONS
- DEFENSE MANAGEMENT REPORT
  - MAISRC ISSUE
  - STREAMLINING AND MANAGEMENT EFFICIENCIES
- INFORMATION SYSTEMS AND BUSINESS PRACTICES (ESPECIALLY MANAGEMENT REPORTING)
- WHAT IS FUTURE DIRECTION OF IRM?

## GOALS OF INITIATIVE

(highlight Oct 4th)

IMPROVE STANDARDIATION, QUALITY, AND CONSISTENCY OF DATA FROM DOD'S MULTIPLE MANAGEMENT INFORMATION SYSTEMS

MULTIPLE SYSTEMS AND SOFTWARE SHOULD NOT APPLY TO SAME FUNCTIONAL REQUIREMENTS

IMPROVE INFORMATION MANAGEMENT TO REALIZE SAVINGS IN BOTH THE \$9 BILLION SPENT ANNUALLY ON INFORMATION TECHNOLOGY AND IN THE DOD BUSINESS AREAS THESE SYSTEMS SUPPORT

## KEY EARLY DECISIONS BASED ON GOALS

(you probably want to skirt the who decided issue and express these as the final context setting for discussion of your program)

### DECISIONS INITIATED BY MEMO

- EXECUTIVE LEVEL GROUP FOR HIGH LEVEL REVIEW ACROSS DOD
- IRM STAFF DRAFTS MANAGEMENT PLAN AND PROCESS GUIDE
- FUNCTIONAL GROUPS EXECUTE PROCESS TO DEVELOP UNIFORM AND CONSISTENT INFORMATION REQUIREMENTS AND DATA FORMATS WITHIN EACH FUNCTIONAL AREA
- INITIAL FUNCTIONAL GROUPS IDENTIFIED

### RESPONSIBILITIES ALLOCATED

(discuss you and Leary)

### MANAGEMENT UNDER ODC (IRM)

### PROTOTYPE APPROACH

## IMPLEMENTATION STRATEGY

MANAGEMENT ISSUES

OPERATONAL ISSUES

RELATIONSHIPS

CONSTRAINTS



## MANAGEMENT ISSUES

FUNCTIONAL GROUPS UNDER OSD FUNCTIONAL OVERSIGHT  
(discuss the different offices responsible)

LEADERS OF FUNCTIONAL GROUPS  
(who identified, delegation of authority and responsibility for group functioning)

FUNCTIONAL GROUP PARTICIPANTS  
(components, rice bowls, etc)

PROGRAM DIRECTION FROM INFORMATION RESOURCES MANAGEMENT  
(discuss information technologies pushing standard business practices)

## OPERATIONAL ISSUES

LEADERS OF FUNCTIONAL GROUPS UNSCHOOLED IN PLANNING, CERTAINLY IN  
INFORMATION RESOURCES MANAGEMENT

REALITY OF PARTICIPANTS IN ACTIVITIES

COMMUNICATIONS ACROSS FUNCTIONAL AREAS OR COMPONENTS WITHOUT COMMON  
NOMENCLATURE

COMPONENT CONFLICTS

STANDARD OUTPUT A REQUIREMENT

## RELATIONSHIPS

### FEDERAL ENVIRONMENT

INFLUENCE OF EXTERNAL AGENCIES (GSA, OMB)  
CONGRESS

### ACROSS DOD

DEFENSE MANAGEMENT REVIEW DECISIONS AND CONSOLIDATION STUDIES  
OSD WORKING GROUPS

### COMPONENTS

### INDUSTRY

## CONSTRAINTS

SIZE OF PROBLEM

BUDGET ISSUES

MULTIPLE SCENARIOS (PEACE-TIME, WAR-TIME)

POLICY INFRASTRUCTURE

- STANDARDS
- PROCUREMENT

## MANAGEMENT AND ORGANIZATIONAL STRUCTURE

### STRUCTURE

FUNCTIONAL GROUPS AS OPERATIONAL UNITS  
-SPECIAL TASK FORCES FOR SUPPORT

### MANAGEMENT OVERSIGHT

- CIM TASK FORCE
- CIM COUNCIL
- FUNCTIONAL STEERING COMMITTEE

## MANAGEMENT AND ORGANIZATIONAL STRUCTURE

### ROLES AND RESPONSIBILITIES

#### FUNCTIONAL GROUPS

- LEADERS
- CIM REP (DEPUTY)
- FACILITATOR
- PARTICPANTS REPRESENTING COMPONENTS
- DATA ADMINISTRATOR

#### CIM COUNCIL

- ADVISORY TO ODC (IRM)

#### FUNCTIONAL STEERING COMMITTEES

- POLICY OVERSIGHT
- OSD LEADER
- COMPONENT REPRESENTATION

#### RELATED EFFORTS (WITH CIM PARTICIPATION)

- DATA STANDARDIZATION
- ARCHITECTURE
- TECHNICAL STANDARDS

## OVERALL PROGRAM MANAGEMENT CONCEPTS

### MANAGEMENT OF THE FUNCTIONAL GROUPS

- OPERATIONAL MANAGEMENT PERFORMED BY GROUP LEADER
- TECHNICAL GUIDANCE AND DIRECTION BY DIRECTOR, CIM
- POLICY GUIDANCE, DIRECTION, AND OVERSIGHT BY FUNCTIONAL STEERING COMMITTEES

### DECISION-MAKING PROCESS

- GIVEN MANAGEMENT CONCEPT, DECISIONS MADE AT LOWEST LEVEL
- INFORMATION/DECISIONS COMMUNICATED UPWARD
- GENERALIZABLE DECISIONS IDENTIFIED IN STAFF MEETINGS AND IN PROCESS REVIEWS
- SPECIAL TASK FORCES IDENTIFIED FOR GENERALIZABLE DECISIONS
- COORDINATION
- EXCEPTION REPORTING

### PROJECT MANAGEMENT PROCESS

#### FORMAL

- IN-PROCESS REVIEWS OF PRODUCTS
- PRESENTATIONS TO FUNCTIONAL STEERING COMMITTEES

#### INFORMAL

- STAFF MEETINGS
- EXCEPTION REPORTING OF SHORTFALLS

## OPERATIONAL PROCESSES

GROUPS FOCUSED ON PRODUCTS

GROUPS SELF-ORGANIZING WITH FACILITATION

PROCESS GUIDE DETAILED TO OVERCOME DIFFERENT NOMENCLATURES AND BACKGROUNDS

TECHNICAL SUPPORT

(you may want to mention CASE tool, automation, lans etc)



## PROCESS GUIDE AND HOW USED

### PROCESS GUIDE FUNCTION

- BOTH TECHNICAL AND MANAGEMENT
  - PROVIDE SUFFICIENT DETAIL FOR PERSONNEL TO PERFORM STEPS TO IDENTIFY COMMON INFORMATION SYSTEMS REQUIREMENTS AND ELIMINATE REDUNDANCY IN DATA
  - IDENTIFY THE PRODUCTS AND LIST REVIEW POINTS
  - STANDARD OUTPUTS ESSENTIAL; RADICAL FOR SIZE, SCOPE

### PROCESS GUIDE MANAGEMENT

- BASELINE AND CONFIGURATION CONTROL
- UPDATES BASED ON LESSONS LEARNED FROM PROTOTYPES

## PROCESS GUIDE OVERVIEW

3 PHASES FROM HIGH LEVEL STRATEGIC PLANNING THROUGH INFORMATION SYSTEMS REQUIREMENTS

EACH PHASE HAS PRODUCT OUTPUT WHICH IS MAJOR DECISION POINT PRIOR TO NEXT SEGMENT:

- VISION STATEMENTS: COMBINATION OF BROAD GUIDANCE FROM FUNCTIONAL STEERING COMMITTEE AND THOROUGH ANALYSIS FACILITATED IN THE GROUPS

- FUNCTIONAL BUSINESS PLAN: COMPOSITE OF ANALYSIS OF FUNCTIONS AND DATA REQUIREMENTS WITH A BUSINESS CASE FOR EXECUTION

- IMPLEMENTATION STRATEGY: PROGRAM CONCEPT AND REQUIRED ACTIONS WITH TRANSITION CONCEPT

EACH PHASE INITIATED BY DEVELOPING COMMON UNDERSTANDING OF THE PRACTICE AREA AND THE DIRECTION FOR THE PHASE (AND GREATER LEVELS OF DETAIL)

- MISSION/SCOPE

- SITUATION ANALYSIS

- FUNCTIONAL PLAN ASSESSMENT (Bel, we want to add this. Will add symmetry)

## SEQUENCE IN PROCESS

### 3 LEGS

- FUTURE
- COMPOSITE OF CURRENT (TO IDENTIFY CURRENT ACROSS COMPONENTS)
- CURRENT INFORMATION SYSTEMS CAPABILITIES

### ALLOCATION OF TASKS DEPENDS ON GROUP

(need to emphasize the differences not only among functions but across components and no coherent analysis across DoD completed to this point)

## PROGRAM ASSESSMENT

### PROJECT MANAGEMENT

- GROUPS SET UP SCHEDULE
- RESOURCE TRACKING

### QUALITY IMPROVEMENT

- IPRS
- FUNCTIONAL STEERING GROUP
- LESSONS LEARNED AND COMMUNICATED

### HOW DETERMINE SUCCESS FOR CIM EFFORTS CONTROLLED BY CIM DIRECTORATE

- DEVELOPMENT OF INFORMATION SYSTEMS REQUIREMENTS USING COMMON DATA REQUIREMENTS AND FORMATS IN AREAS OF MOST UTILITY TO SOUND MANAGEMENT OF ENTIRE DEPARTMENT (from Oct 4 memo)
- DEVELOPMENT OF IMPLEMENTATION STRATEGY BASED ON BEST BUSINESS PRACTICES AND A BUSINESS CASE

### REQUIRED FOR SUCCESS BUT NOT CONTROLLED BY CIM DIRECTORATE

- DATA STANDARDIZATION POLICY
- TOOLS ABLE TO SUPPORT THE MAGNITUDE
- STANDARDS ACCEPTED BY DOD
- SUPPORT BY COMPONENTS AND DEFENSE AGENCIES

SUMMARY WRAP UP

LESSONS LEARNED

IMPLEMENTATION STRATEGY AND PLANS FOR FUTURE

## LESSONS LEARNED

### INFRASTRUCTURE NEEDS TO BE IN PLACE

- FUNCTIONAL STEERING COMMITTEES
- SUPPORT STAFF

### COORDINATION WITH KEY INFLUENCERS

- POLICY DEVELOPMENT (e.g., data standards)
- COMPONENTS
- PUBLIC RELATIONS (GAO, press)

### CONFIGURATION MANAGEMENT

- PROCESS GUIDE
- OUTPUTS
- SUPPORT TOOLS

## PLANS FOR FUTURE

### MANAGEMENT

- SUSTAINING MANAGEMENT STRUCTURE

### OPERATIONS

- ENTERPRISE MODEL AND INTEGRATION
- PROCESS STRENGTHENING

### RELATIONSHPS

- LIAISON WITH COMPONENTS

### CONSTRAINTS THAT STILL EXIST

- STAFFING LEVELS
- FACILITIES